



Canadian
Heritage

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Strategic Plan on Diversity and Culture

June 27, 2003



Canada 

Strategic Plan on Diversity and Culture

A STRONGER CANADA is a country that is inclusive of all parts of Canadian society. This vision launched the Minister's Forum on Diversity and Culture held on April 22 and 23, 2003 in Gatineau, Quebec.

At the conclusion of the Forum, the Minister indicated that, by June 27th, 2003, we would publish a strategic plan that would set out how we will address the recommendations of the Forum's delegates.

The Strategic Plan is grouped around the following six themes that will lead to greater diversity in the Canadian Heritage Portfolio:

1. Representation
2. Capacity-building
3. Program Terms and Conditions
4. Pathfinder Capacity
5. Process Improvements
6. Public Transparency and Accountability

While these themes are distinct, the solutions are inter-dependent. For example, assisting client organizations to build capacity and streamlining our processes both contribute to increased forms of cultural expression; and a workforce that is reflective of our diverse society and greater community consultation both enrich our decision making.

Of particular significance to this Strategic Plan is the intention to establish a Roundtable on Diversity and Culture through which we will continue to demonstrate our commitment to inclusiveness.

All Agencies of the Portfolio have recognized the need to move forward on matters of diversity and have done so. Some are developing a common framework entitled *The Cultural Diversity Alliance* (CDA) for initiatives that will ensure that their institutions increasingly respond to Canada's growing diverse society. Members of the CDA will work together to make cultural diversity an integral part of their programming, their employment policies, and their audience development. The CDA was forged as a result of the Minister's Forum on Diversity and Culture, to foster greater collaboration within the Portfolio on issues of inclusion in a positive and constructive fashion. The Roundtable will provide an overarching measure of accountability.

The CDA declaration being developed by these Agencies is the basis upon which their activities will be undertaken.

This includes setting goals that include enhancing their program development process, the selection of programs and building a diverse contact list of potential contributors, so that their activities are more inclusive of diverse communities.

Members of the Cultural Diversity Alliance have agreed to undertake initiatives around recruitment, hiring, assignment, training and development of volunteers and staff to encourage the fullest participation at all levels of their organizations. There will be strategies to foster greater connections with diverse communities for recruitment purposes and workforce development initiatives that will ensure a wide understanding, internally, of the value of diversity and a sense of participation and fairness for all.

1. Representation

Strategic Objective

To ensure that the composition of the Canadian Heritage Portfolio, including commissions, boards, juries and workforce is representative of the diversity of Canada.

Strategies to Achieve Greater Diversity in Representation

1. We will implement the strategies and actions set out in our employment equity and other diversity plans to ensure that vacancies, promotions, and other staffing activities reflect a commitment to diversity. We have already established a baseline of information for measuring progress on an annual basis in future years.
2. The Minister will actively support the diversity of Boards through the appointment process.

Progress by Spring of 2005 – Roundtable on Diversity and Culture

- Confirmation of the baseline data with regard to representation and reporting.
- Report on progress on employment equity and other diversity initiatives.

Results Expected

The Canadian Heritage Portfolio will be more reflective of the Canadian population.

2. Capacity-building

Strategic Objective

To ensure that all organizations and individuals can better access programs and services of the Canadian Heritage Portfolio on a level playing field.

Strategies to Achieve Capacity-building Objectives

We will develop and implement client capacity-building initiatives by focusing on actions that can be taken to improve the capacity of new, and emerging communities to achieve their sustainability. This will include the following approaches to capacity-building:

1. Determine current levels of our investment in capacity-building;
2. Work with national umbrella organizations to establish sustainable plans to assist them in building capacity in their communities;
3. Provide tutorials, workshops and guidance for emerging communities;
4. Establish step-up components to programs, where appropriate, specifically designed to reach and offer program opportunities to artists and organizations from diverse communities;
5. Develop initiatives aimed at audience development in different sectors.

Progress by Spring 2005 – Roundtable on Diversity and Culture

- Report on our success in implementing capacity-building initiatives.

- Implementation of national umbrella organization capacity-building strategies, where appropriate.

Results Expected

A substantially enhanced ability of underrepresented communities to participate in the cultural life of Canada through Canadian Heritage Portfolio programs and services.

3. Program Terms and Conditions

Strategic Objective

To ensure our programs are inclusive of the diversity of Canada's population.

Strategies to Achieve Program Terms and Conditions

1. A checklist of questions designed to ensure greater inclusion has been developed and will be available for use when reviewing policies & programs. The intent of the checklist is to ensure our programs and policies do not disadvantage diverse communities for reasons of bias (see Appendix 2).
2. This checklist of questions will be piloted with several programs and will be the subject of consultations during the balance of the 2003-2004 fiscal year.
3. The checklist will be used to guide the development of new programs and policies and will be applied to existing programs and policies when they are up for review, as part of a five-year review cycle.
4. Departmental programs are often delivered through third parties. Where appropriate, our contribution agreements with 3rd party

organizations will require them to use the checklist of questions, and we will include diversity clauses in contribution agreements to hold 3rd parties accountable for achieving greater diversity.

Progress by Spring 2005 – Roundtable on Diversity and Culture

- The diversity questions will have been applied to 40% of our programs and policies across the department.
- We will report on actions taken, and will confirm that organizations that have contribution agreements with the department are taking steps to ensure inclusiveness in their programs where appropriate.

Results Expected

All Canadians will have equitable access to our programs.

4. Pathfinder Capacity

Strategic Objective

To establish a pathfinder capacity in the Canadian Heritage Portfolio which will create greater awareness of Canadian Heritage Portfolio programs and reach out to a broader, more diverse pool of clients, providing them with better access to our programs.

Strategies to Achieve Pathfinder Objectives

1. A phased approach will be taken to developing a pathfinder capacity that will enable the department, and eventually the Portfolio, to reach Canadians unacquainted with our services and guide them through our programs

and application processes. In the first phase, regional offices will be resourced to provide a pathfinder capacity for regionally delivered programs and soon after, for all of the department's programs. The Pathfinder Capacity will rely upon linkages with Regional Affairs, the Centre of Expertise on Grants and Contributions, Program managers, Portfolio Affairs, sectors and regions of the Department.

2. Canadian Heritage currently has a 1-800 number which serves as a single point of entry to all departmental services, providing referral and basic information to the public. As part of the first phase of the pathfinder initiative, targeted advertising of the line will be used to reach diverse communities, and links will be made with the Centre of Expertise for more technical program enquiries, including Grant & Contribution information and referrals to Portfolio agencies.

3. An information tool will be developed on a parallel track to ensure that pathfinder officers can have easy access to all of the program information. This tool will be tested with program officers in order to refine the ability of the tool to produce information which is useful and relevant to program officers and clients.

4. In the second phase, links will be explored between the pathfinder capacity initiative and outreach strategies being undertaken through the Cultural Diversity Alliance. These linkages will permit an improved ability to provide information on partnerships to enhance professional development in client organizations. In the final phase, the capacity will be expanded further to include information on other funding organizations, other levels of government and local councils.

Progress by Spring 2005 – Roundtable on Diversity and Culture

- There will have been an expansion of pathfinder capacity to include all relevant programs and services of the Canadian Heritage Portfolio.
- Evaluation and progress report by spring 2005.
- The Pathfinder Capacity initiative will be a vehicle for providing Canadian Heritage with client information and feedback.

Results Expected

The Department will have enhanced working relationships with national umbrella organizations as well as linkages between the Pathfinder Capacity Initiative and the Cultural Diversity Alliance in order to achieve greater awareness and access to Canadian Heritage Portfolio programs and services for diverse communities.

5. Process Improvements

Strategic Objective

To streamline the approval processes, while retaining due diligence.

Strategies to Achieve Process Improvement Objectives

We will undertake a project that will focus on the most significant programs that serve the greater number of clients, to determine ways of streamlining and simplifying our application processes through a variety of mechanisms, to provide more support for emerging communities, including:

1. Moving more accountability/due diligence requirements to a strategic level.

2. Establishing benchmarks for improvement of the application process for our 10 most significant programs by March 31, 2004.
3. Managing risk more effectively so that the effort necessary to apply to programs is consistent with the size of a project.
4. Ensuring that diligence requirements are well matched to recipient capacity.
5. Mandatory accountability measures will be well explained to the public.

Progress by Spring 2005 – Roundtable on Diversity and Culture

- Initial application of the new accountability processes to programs that serve the greater number of clients.

Results Expected

Clients will find our application processes much easier to use, while maintaining due diligence.

6. Public Transparency and Accountability

Strategic Objective

To publicly demonstrate our accountability for delivering on diversity commitments.

Strategies to Achieve Public Transparency and Accountability

1. The Minister intends to create a Roundtable on Diversity and Culture. The Roundtable will convene at least once every two years and will consist of delegates from communities interested in ensuring broad and diverse forms of cultural expression in Canada.

The Minister will respond to written recommendations of each Roundtable within 180 days.

2. The composition of the Roundtable will be established in consultation with National organizations such as the Canadian Ethnocultural Council, Aboriginal associations and associations representing persons with disabilities.

Progress by Spring 2005 – Roundtable on Diversity and Culture

- The first Roundtable will have been convened.

Results Expected

A comprehensive, objective demonstration of the results achieved by this strategic plan.

Recommendations and Strategies

Main Forum Recommendations ¹	Strategies
1. Establish a permanent Office of the Commissioner for Cultural Diversity	– Establish a Roundtable on Diversity and Culture: • Convene at least once every two years, beginning Spring 2005; • Consists of communities delegates to represent broad and diverse forms of cultural expression; • Each Roundtable to require Minister's response to written recommendations within 180 days; • Composition determined through consultation. – Establish pathfinder capacity to create greater awareness of and access to programs and services. – Most Canadian Heritage Portfolio Agencies intend to form the Cultural Diversity Network to develop common diversity initiatives.
2. Provide long-term sustainable funding (both core and programming) for the arts	– Canadian Heritage Portfolio will develop and implement a number of capacity-building initiatives, which will focus on improving the capacity of new and emerging communities. This will include determining current capacity-building investment levels, working with national umbrella organizations to establish sustainable plans, more effective mentoring, step-up programs, and audience development initiatives.
3. Identify and introduce benchmarking tools and accountability requirements	– Commitment to establish a Roundtable on Diversity and Culture, as per #1 above. – Baseline information for measuring progress in future years will be established by March 31, 2003. – The Roundtable in 2005, will report on progress.
4. Overhaul the application process	– The Department will undertake a project to establish benchmarks for improving and streamlining the application processes of the 10 programs that reach the greatest number of clients by March 31, 2004.

¹ See "Minister's Forum on Diversity and Culture: *Summary of discussions and recommendations*" for more information

Main Forum Recommendations ¹	Strategies
5. Review fiscal policies as they pertain to all segments of the arts communities	– Refer to capacity-building initiatives and sustainable funding strategies as per #2 above.
6. Establish a liaison between various government levels, departments, agencies and communities	– A Pathfinder capacity will be established to work closely with communities to create greater awareness of and access to Canadian Heritage programs. – Linkages will be explored between the Pathfinder capacity and outreach strategies undertaken through the Cultural Diversity Alliance, and other levels of Government.
7. Introduce a diversity clause to all Contribution agreements	– A Diversity clause will be written into new and renewed contribution agreements where appropriate. – Diversity questions for program renewal have been developed and will be available for programs across the Canadian Heritage Portfolio.
8. Set a clear time frame for action	– First Roundtable on Diversity and Culture will be held in the Spring of 2005 to review and discuss progress on the commitments in this Strategic Plan.

¹ See "Minister's Forum on Diversity and Culture: *Summary of discussions and recommendations*" for more information

Appendix 2

Draft Diversity Questions for Program Renewal

Guiding Principles:

Diversity analysis removes imbalances in order to achieve:

Access: Opening up the Canadian Heritage Portfolio programs and activities.

Equity: Ensuring inclusion.

Social Cohesion: Facilitating participation and interaction across communities.

Fair Decisions: Making decisions based on informed choices about the impact of policies on diverse communities.

The Questions to be applied to the Programs and Policies:

Question 1: Are there foreseeable specific impacts of the initiative on individuals who can be identified by membership in groups, such as:

- Culturally and Racially Diverse
- Aboriginal Peoples
- Gay, Lesbian, Bisexual and Transgender
- Official languages
- Persons with Disabilities

Question 2: How could the initiative be modified to reduce or eliminate any identified negative impacts, or to create or accentuate positive ones?

Question 3: If these modifications were made, would there be impacts on other groups in society, or on the ability of the initiative to achieve its purpose?

Question 4: Given what has been learned in the analysis undertaken to this point, what additional research or consultation is desirable/essential to better appreciate the impacts of the proposal on diverse groups?

Question 5: Have you completed a formal analysis which identifies any impacts the initiative would have on diverse groups along with suggested ways to ameliorate negative impacts or to accentuate positive ones?